

**AN APPROACH FOR THE EFFECTIVE MANAGEMENT OF THE
MALAYSIAN EVENT INDUSTRY**

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OPEN UNIVERSITY MALAYSIA

2013

**AN APPROACH FOR THE EFFECTIVE MANAGEMENT OF THE
MALAYSIAN EVENT INDUSTRY**

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A Master's Project submitted in fulfilment of the requirements for the
Degree of Master of Project Management

Centre for Graduate Studies
Open University Malaysia

2013

DECLARATION

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I hereby declare that this Master's Project is the result of my own work, except for quotations and summaries which have been duly acknowledged.

Signature:

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September 2013

ABSTRACT

Events are one of the most challenging and rapidly growing segments of tourism industries worldwide. In Malaysia, the Event Industry is an emerging field under the Tourism sector. The Economic Transformation Program has single out the event industry as one of the Entry Point Project under the Tourism National Key Economic Areas. Accordingly, this exploratory research focused on the Research Problem: *'What is the approach for the effective management of the Malaysian Event Industry?'* Literature survey revealed gaps in the existing body of knowledge and these permitted the crafting of three research propositions for testing through a mixed methodology involving both qualitative and quantitative approach with the former being dominant. The primary data was collected from a focus group meeting and a structured questionnaire survey. The key findings are that the Government place high priority and support the growth of the event industry as one of the economic drivers. Event Tourism is a rapid growing form of tourism phenomenon and the business events nature and characteristic is signify by its yields in terms of tourists' arrival and receipts, number of participants/ spectators, media coverage and its economic impact to the venue, organization and the country. Management functions of planning, organizing, leading and controlling, the external environmental factors (PESTEL) as well as internal organizational factors influence and impact on events success. Due to rapid environmental changes, innovation is important for the effective management of event industry's growth and competitiveness.

Keywords:

Events, Management, Event Management, Event Industry, Innovation

SUATU PENDEKATAN BAGI PENGURUSAN CEKAP INDUSTRI MAJLIS DI MALAYSIA

ROZANA KAMAL

September 2013

ABSTRAK

Industri Majlis merupakan satu daripada segmen mencabar dan cepat berkembang maju dalam sektor pelancongan sedunia. Di Malaysia, Industri Majlis adalah suatu bidang baru dibawah sektor pelancongan. Program Transformasi Ekonomi Negara telah memilih Industri Majlis sebagai satu daripada projek pemula di bawah sasaran ekonomi utama negara di dalam sektor pelancongan. Dengan itu, sewajarnya kajian exploratori ini tertumpu kepada masalah kajian iaitu: “*Apakah Pendekatan bagi Pengurusan Cekap Industri Majlis di Malaysia?*” Pengukuran sastera menonjolkan ada lompong dalam ilmu pengetahuan yang sedia ada dan ini telah membenarkan penyediaan tiga cadangan persoalan kajian untuk diuji melalui metodoloji bercampur yang melibatkan kedua-dua pendekatan kuantitatif dan kualitatif dengan keutamaan kepada pendekatan kualitatif. Data utama didapatkan daripada Perjumpaan Kumpulan Sasaran dan suatu pengukuran soalan berstruktur. Ekoran itu, dapatan utama adalah bahawa kerajaan meletakkan keutamaan yang tinggi dan menyokong pertumbuhan industri majlis sebagai satu pemacu ekonomi. Pelancongan majlis dan majlis perniagaan ialah suatu bentuk fenomena pelancongan yang cepat berkembang yang menzahirkan ciri-cirinya melalui hasilnya dalam bentuk kedatangan dan penerimaan pelancong, jumlah peserta/penonton, liputan media dan impak ekonomi kepada tempat, penganjuran dan negara. Fungsi pengurusan bagi merancang, mengurus, memimpin dan mengawal faktor alam sekitar luaran dan dalaman (PESTEL), juga faktor pengurusan dalaman mempengaruhi dan memberi impak kepada kejayaan suatu majlis. Di sebabkan perubahan alam sekitar yang cepat, inovasi adalah penting bagi pengurusan cekap pertumbuhan industri majlis dan kebersaingan.

Kata Kunci:

Majlis, Pengurusan, Pengurusan Majlis, Industri Majlis, Inovasi

ACKNOWLEDGEMENTS

I wish to express my gratitude and thanks to all those individuals and organizations that have helped me and contributed to the completion of this thesis. First and foremost, I thank you Open University for conducting this Master in Project Management (MPM) programme for which I had the opportunity to participate and in awarding me the ‘Anugerah Dermasiswa Yayasan Canselor OUM’ from Semester January 2013 to September 2013.

A very special thank goes to my thesis Supervisor, Puan Sharifah Rosfashida for her encouragement, guidance, time and supervision in making this journey a meaningful one. My gratitude is also extended to Professor Dr. Kanesan for initiating the MPM Programme, Professor Abang Nawawi on the valuable insights of ‘Business Research Methodology, Mr. Karthegesan Balasubramaniam and all the facilitators of MPM program for their support and assistance given to me during my tenure. Also thanks goes to Encik Sazrin Mohd Mokhtar and support staff of Open University Malaysia who have been helpful during the course and programme.

I wish to record my appreciation to all those who responded and participated on my Survey Questionnaires and those who voluntarily took part in the experience Case Survey and Focus Group meeting.

Lastly, I thank my loving husband and daughter for their continuous moral support, patience, understanding and endurance during the course of my study and research project preparation.

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LIST OF ACRONYMS AND ABBREVIATIONS

AACVB	Asian Association of Convention and Visitor Bureaus
AIME	Asia Pacific Incentives and Meetings Expo
AMR	Annual Market Research
APEC	Asia Pacific Economic Corporation
APEX	Accepted Practice Exchange
APP	Australian Pacific Projects
BAKTI	Badan Amal dan Kebajikan Tenaga Isteri-Isteri
BO	Business Opportunities
BRICS	Brazil, Russia, India, China and South Africa
CCM	Companies Commission of Malaysia
CIC	Convention Industry Council
CNN	Cable News Network
CSF	Critical Success Factor
EMBOK	Event Management Body of Knowledge
EPP	Entry Point Project
EPU	Economic Planning Unit
ETP	Economic Transformation Program
F1	Formula One
FIFA	Federation International Football Association
GNI	Gross National Income
GTP	Government Transformation Program
ICCA	International Congress and Convention Association
IEU	International Events Unit
IMEX	Worldwide Exhibition Incentive Travel, Meetings & Events
IOC	International Olympic Committee (IOC)
IPP	Industry Partners Programme (IPP)
KL	Kuala Lumpur

KLCC	Kuala Lumpur Convention Centre
MICE	Meeting Incentives Conference and Exhibition
MME	Malaysia Mega Event
MOF	Ministry of Finance
MyCEB	Malaysian Convention Exhibition Bureau
MPM	Master in Project Management
MOTOUR	Ministry of Tourism and Culture
MotoGP	Motorcycle Grand Prix
NEA	National Economic Agenda
NEAC	National Economic Advisory Council
NEM	New Economic Model
NGO	Non-Governmental Organization
NKEA	National Key Economic Area
OECD	Organization Economic Cooperation and Development
OUM	Open University of Malaysia
PEMANDU	Performance Management and Delivery Unit
PESTEL	Political, Economic, Social, Technology, Environment & Legal
PICC	Putrajaya International Convention Centre
PMBOK	Project Management Body of Knowledge
PR	Public Relation
SIC	Sepang International Circuit
SLIMMA	Sri Lanka, Indonesia, Malaysia, Mexico and Argentina
SME	Subject Matter Experts
SSM	Suruhanjaya Syarikat Malaysia
TSNN	Trade Shows News Network
UIOGB	Urban Investment Opportunities of Global Events
UK	United Kingdom
UN	United Nation
UNWTO	United Nation World Tourism Organization
USA	United States of America
WTM	World Travel Market

CHAPTER 1

INTRODUCTION

This Chapter aims to introduce the research topic. The introduction section sets the scene of the literature reviews. First, by providing the interests in the area of study include an overview of the global industry and narrow down focusing to the context of the study in Malaysia (Perry, 2010).

The background section presents the research worthy problem. The purpose section justifies the importance to the study the problem. The scope section indicates the physical and logical boundaries of the project. While the structure section as shown in Figure 1.1 presents a preview of the flow of the research project.

1.1 Researcher Background

The interest in the area of study is the result of researcher's personal involvement in the field of event management for more than twelfth years. Initial involvement begin in early 2000 as a Committee Member for the 'Badan Amal dan Kebajikan Tenaga Isteri-Isteri' (BAKTI), a Non-Governmental body and/or Organization (NGO) in organizing social and charitable events such as "Penanaman Pokok Seluruh Negara 2000" at the Kompleks Penyayang Bakti, Sungai Buluh, Selangor and subsequently, in other local and national charity events organised by BAKTI over the years. On an international level, the researcher has acquired the experience and exposure in organizing and managing events since 2009. In 2010 was appointed as the Honorary Secretary & Vice Chairman - Organizing Committee for the Malaysia Dragonboat Association (National

NGO) and Putrajaya Dragonboat Association (Federal NGO). Personally involved in organizing as well as managing three (3) projects under the association for 'Dragonboat' events at the Putrajaya Water Sports Complex, Putrajaya, Malaysia namely:

- *The 1st Putrajaya International Dragon Boat Festival, 2009*
- *1st Malaysia International Dragon Boat Festival, 2010*
- *1st International Dragon Boat Federation (IDBF) Cancer Survivors World Cup 2011 in conjunction with Malaysia Dragon Boat Festival 2011*

Currently, researcher is attached as Partner/ Managing Director to two organizations namely an Event Management Company and Public Relation (PR) and Communication Agency in providing event counsel as well as event management services from inception till completion to range of clients from the public to private sectors. This includes Government Ministries and Agencies/ Bodies, Private Companies/ Firms and Non-Governmental Agencies. To name a few, the projects participated, involved and completed are as follows:

- *Travel & Hospitality:* Marina Bay Sands, Singapore
- *Malls:* Bangsar Shopping Centre; Queenspark SportzCity & Boulevard (Kelantan), Amcorp Mall & Walk In The Park (Cempaka Sdn Bhd)
- *Conference & Exhibitions:* ASEAN Oil & Gas Expo 2012 (Labuan), Global Brand Forum 2008 Kuala Lumpur, Global Brand Forum 2008 Singapore, Global Brand Forum 2006 Singapore, Beyond 2006: Global Creative Summit Singapore
- *Sports:* ESPN STAR Sports (Kaohsiung World Games 2009), Formula 1 Singapore 2008 (Malaysia), Masters Malaysia 2008 (Golf)
- *Clubs:* ZOUK KL and Goddezz Couture Club @ Solaris, Kuala Lumpur

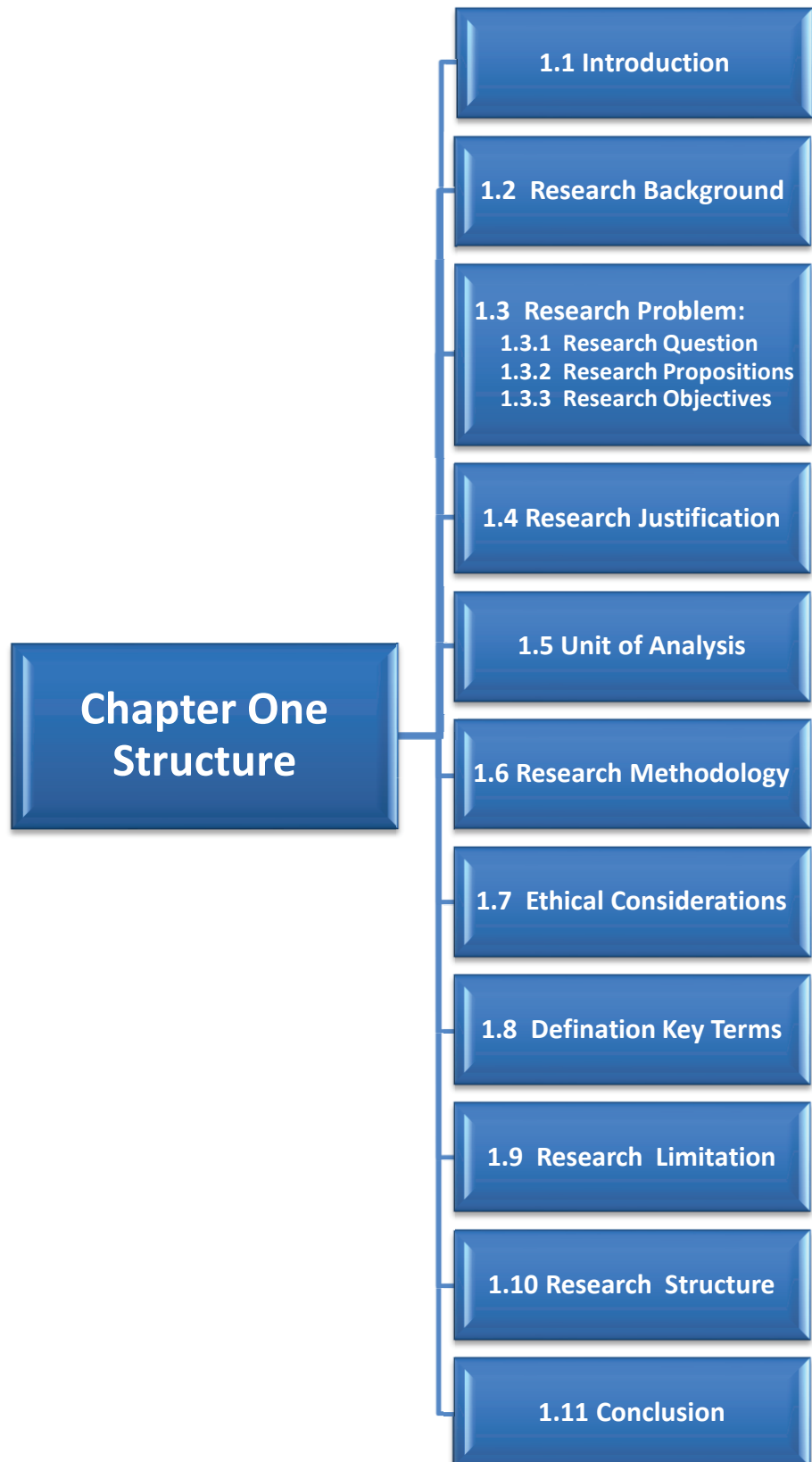


Figure 1.1: Structure of Chapter One
Source: Developed for this Research

1.2 Background of Study

Events are one of the most challenging and rapidly growing segments of the tourism industries worldwide (Bowdin, 2011). The event tourism has shown immense growth over the years and is considered to be an important factor in the growth and development of national and international economies (Okech, 2008: Walpole & Goodwin, 2010).

Events are an important part of what defines our life. Religious festivals, birthdays, graduations, anniversaries and other celebrations are the milestone that marks our life. It is regarded as catalysts for a multiplicity of activities such as infrastructural investments, tourism businesses and destination marketing (Wagen, 2007; Bowdin, 2011) and can be classified as sporting events, corporate training, conference, team building events, sales promotions, product launches and broad array of other occasions (Getz, 2008). Events dominate the media, fill the transport systems, hotels and venues, meet business objectives, motivate communities and create positive and negative impacts to countries (Bowdin, 2011). Events also help to define a community, nation or culture (Wrathall and Gee, 2011). Hence, it plays a significant part to human life, the country and the nation.

According to the Urban Investment Opportunities of Global Events (UIOGE), many major growing world economies see hosting of major events as a means to speed up urban and infrastructure development and to announce the world stage as major powers (UIOGE, 2010). In the current decade, China has hosted its first Olympics 2008 and EXPO 2010, India its first Commonwealth Games 2011, Russia its first winter Olympics and South Africa its first FIFA World Cup and Brazil will host its first Olympics and FIFA World Cup in 2014. At the same time, major cities of the world are competing for the events once again and renewed enthusiasm to host such events. Cities such as London, New York, Tokyo, Beijing, Shanghai, Paris, Madrid, Rio, Milan,

Moscow, Chicago and other countries have all competed to host major events during this decade (UIOGE, 2010). The Opening and Closing ceremonies of the Beijing Olympics, China in 2008 is a testament of Asia's young emergence on the world stage (McCartney, 2010).

In Malaysia, the events industry is relatively young and an emerging field. Recently, this new field has become an important industry. Evidence is recent formulation of Malaysia Convention & Exhibition Bureau (MyCEB) in 2009 under the Ministry of Tourism and Culture, Malaysia (MOTOUR, 2010). Malaysia Convention & Exhibition Bureau, referred to as MyCEB was established to promote and position Malaysia in the internationally arena as the preferred destination for meetings conventions, exhibitions including major events. Accordingly, it is recognized by the Malaysia Economic Planning Unit (EPU) as one the economic drivers of the 'Entry Point Project' (EPP) under the Economic Transformation Program Road Map (EPU, 2010).

Malaysia generally focused on staging of large scale sporting events such as hosting the Commonwealth Games (1998) at Bukit Jalil, Monsoon Cup, Le Tour de Langkawi and the Formula 1 (F1) as a way to raise interest in the country's sports offerings. The origin of the Grand Prix at Sepang International Circuit can be traced back to way back in 1999 (McCartney, 2010). The Sepang International Circuit (SIC) was developed to serve not only for Grand Prix Formula 1 (F1), but also other local and international race meetings and events. Various tracks are available at SIC with the objective of fully utilizing the circuit all year round (McCartney, 2010).

Since then, event industry in Malaysia continues to experience exponential growth. Events are the spinoff of Government activities and initiatives which include tourism, culture and sports products (MOTOUR, 2012). Special event is one of the components under the tourism sector (MOTOUR, 2010). This special event includes Meeting, Incentive, Convention and Exhibition (McCartney, 2010).

Business events or Meeting, Incentive, Convention and Exhibition are referred to as MICE has the potential to generate income to the country through event attractions and the number of visitors to the country, mainly on business purposes and/or business tourism (MyCEB, 2013).

With increasing expansion and corporate involvement, events have emerged as a new growth industry with the opportunity to generate economic benefits and employment (EPU, 2010). The Ministry of Tourism and Culture projected that number of tourist arrivals for international events to increase by 3.6 times from 70,000 in 2009 to 250,000 by 2020 (MOTOUR, 2010). In meeting the target, the Ministry needs to bring in or attract major international events yearly to Kuala Lumpur city.

Hence, looking at the emerging industry with significant and potential economic growth, it is pertinent to find out the nature of the event industry in Malaysia, the Government support for the event organization to excel and grow in the industry and the appropriate approach for the effective management of the events in Malaysia.

Based from literature survey, no attempt has ever been made to study, in general or in detailed and/or depth on the events, events management and event industry, the characteristics of events and as well as its contribution. As such, this research would be the *first in its nature and scope* and hence, making this researches an important study for the event industry in Malaysia.

1.3 The Research Problem

Research process is initiated by problem discovery and identifying the problem is the first step toward its solution' (Zikmund et al, 2010; Zikmund et al, 2013). Problem statement is 'a clear, precise and succinct statement of the question or issue that is to be investigated with the goal of finding an answer or solution' (Sekaran 2003, p. 70).

In line with ETP, in making events as means to stimulate and create greater economic opportunities for the nation, therefore the effective management of event industry is important. The Organization Economic Cooperation and Development (OECD, 2012, p. 15) statement highlighted the same issues as follows:

“A successful event is one that is a success as an event, in itself, (a good sports competition or excellent trade show) and one that is successful in terms of what it does for the place which hosts it. A successful event leaves its host location better off than it was before. These are complementary but different tasks and one does not follow automatically from the other. Both need to be planned and managed if they are to occur. Too many events have left places worse off, with expensive facilities that have no use, and a big bill to pay into the future (Example: the Sheffield World Student Games in 1976 or Montreal Olympics in 1991)”.

Accordingly, the research problem is stated as:

“What is the approach for the Effective Management of the Malaysian Event Industry?”

1.3.1 The Research Questions

Research questions are the translations of the research problem into specific enquiries (Zikmund et al. 2010). They are ‘refined statements of the specific components of the problem’ (Malhotra 2010, p. 84). A well stated research question guides the researcher to stay on track and indicates what data to be collected to answer the questions.

Accordingly, three research questions were developed based on the literature reviews in Section Two on the basis of the gaps identified in the existing body of knowledge and these are:

1. *What are the characteristics of the event industry in Malaysia?*
2. *How adequate is the Government policy and initiative in enhancing the growth of event industry in Malaysia?*
3. *What is the most appropriate approach for the effective management of the event industry in Malaysia?*

1.3.2 The Research Propositions

Propositions are statements of relationships among concepts (Zikmund et al. 2010; Berg, 2009). A proposition is a testable statement (Denzin, 2011). Guided by these authorities, the three research questions were translated to three propositions as follows:

- **Research Proposition 1**

The Government is placing high priority in promoting the growth of events and its characteristics in Malaysia.

- **Research Proposition 2**

The Malaysia Economic Transformation supports the growth of the event industry in Malaysia.

- **Research Proposition 3**

Innovation is the most appropriate approach for the effective management of the event industry in Malaysia.

1.3.3 The Research Objectives

The research objectives explain the purpose of the research and define what the research tries to achieve (Zikmund et al. 2010). Based on the research questions and Research Propositions, this research has three objectives as follows:

- i. To examine the characteristics of the event industry in Malaysia.
- ii. To determine the adequacy of the Government policy and initiative in enhancing the growth of the event industry in Malaysia.
- iii. To find out the most appropriate approach for the effective management of the event industry in Malaysia.

1.4 Significant of Study

The Malaysian ETP, targets the tourism industry as one of the main engine of growth for the economy (EPU, 2010) and single out business tourism as one of the key industry sectors that can stimulate economic growth for the next ten years (EPU, 2012).

In 2009, Malaysia has welcomed approximately 1.2 million international business events visitors, generating an estimated RM10 billion in visitor spending to the local economy. Statistics indicate that the estimated spending for each international business tourism visitor is over three times the spending of an average leisure visitor (TSNN, 2012).

Accordingly, MyCEB's objective is to grow business events from 5 percent to 8 percent by 2020 (MyCEB, 2010) which is in line with the Government's priority on focusing to increase on high yield events (EPU, 2010). This translates to 2.9 million by year 2020 while continuing focusing to propel Malaysia as Asia Pacific top five in the International Congress and Conference Association (ICCA) country ranking by year 2020 (EPU, 2010). In addition the business events is expected to contribute RM3.9 billion in incremental Gross National Income (GNI) and creating 16,700 additional jobs to the nation by year 2020 (ETP, 2010).

As gap exists in the existing knowledge area of the event industry, thus findings of the study were considered significant as they focus on the management and related aspects of what contributes to the growth and success of the industry. The knowledge on the area will serve not only the interests of event organization, but all actors (stakeholders) involved in the industry, hence are sought by event organisers and municipalities.

A successful event creates much more, not only economic value to the country and to event organization, but also to other business sectors in the country. Therefore, knowing the approach for the effective management of events in Malaysia would be valuable to all stakeholders in the event industry as well as other support and business activities.

As such, the findings of the proposed research would therefore justify on the grounds of its contribution as follows:

- i) Extend the scholarship on issues relating to the Event industry in Malaysia.
- ii) Enhance the knowledge area in the event management field.
- iii) Offer recommendations for improving the event industry in Malaysia.

1.5 Unit of Analysis

The unit of analysis for the research indicates ‘who should provide the data and at what level of aggregation’ (Zikmund et al. 2010, p. 119). In view of the time, costs and resource limitations, the unit of analysis of this study comprise of established Malaysian Event firms, located mainly in Kuala Lumpur and the Klang Valley areas.

1.6 Ethical Considerations

‘Research has an ethical and moral dimension’ (Neuman, 2006, p. 129). Dealing with any research or study involve data and information concerning individuals and groups of people, institutions and/or organizations which normally raises ethical and moral issues (Bouma, 2012; Dahlan, 2013)

This research involves the researcher as the First Party, the respondents as the Second Party and the Open University of Malaysia (OUM) being the Third. Hence, research ethics shall be employed to ensure that research activities do not cause harm to participants or have any adverse consequences (Cooper & Schindler, 2011; Zikmund et al. 2010) and with the consideration of ethical issues to the right of privacy and informed consent (Diener and Crandal, 2009). Details of ethical issues considered in the research are explained in Section 3.6.

1.7 Definition of Key Terms

This Section provides the definitions of some of the key terms used or developed for this research. More detailed description of other important terms appears in various Chapters of the research project.

- ***Events***

Event are an organized occasion such as meeting, convention, exhibition, conference, dinner and special events often composed of several different yet relation functions (CIC, 2005). The principle applying to all events is that they are temporary (Getz, 2007; 2012) and '*Every such event is unique, stemming from the blend of management, program, setting and people*' (Getz , 2005, p. 16).

- ***Management***

Management is the process of working with people and resources to accomplish organizational goals (Wagen, 2007) and '*the fundamental management principles are planning, organizing, leading and controlling* (Bateman & Snell, 2011, p. 15).

- ***Event Management***

Event Management is the applied field of study in area of professional practice (Bowdin et al, 2011) devoted '*to the design, production and management of planned events, encompassing festivals, celebrations, entertainment, recreation, political and state, sports and arts, those in domain of business and corporate affairs (include meeting, conventions, fairs and exhibitions) and those in private domain (rites and rituals, weddings, parties, and social event for affinity groups)*' (Getz, 2008, p. 404)

- ***Event Industry***

Event Industry is the process of the growth of the events field and activities that led to the formation of an industry this include *‘with its own practitioner, event organizations, suppliers and professional associations’* (Bowdin et al., 2011, p. 29).

- ***Innovation***

Innovation is the *‘process of making changes to something established by introducing something new that adds value to customers and contributes to the knowledge of the organization’* (O'Sullivan, 2009, p. 5) and *‘often used in conjunction with terms such as creativity, design, invention and exploitation’* (O'Sullivan, 2009, p. 10).

1.8 Research Methodology

‘Empirical research in social science proceeds in a variety of settings and contexts’ (Punch, 2013, p. 3). Generally, the vital concern of the researcher’ in any research project, is the design setting choice (Miller, 2002, p. 21). Within the constraints of time and other resources, ‘there will usually be only one major methodology which suits the research problem and associated research gaps’ (Perry 2002, p. 28).

The researcher will examine the qualitative and quantitative paradigms and shall adopt the mixed methodology (Cameron & Molina–Azorin 2010; Onwuegbuzie & Turner 2007; Johnson & Turner 2003; Morgan 1998).

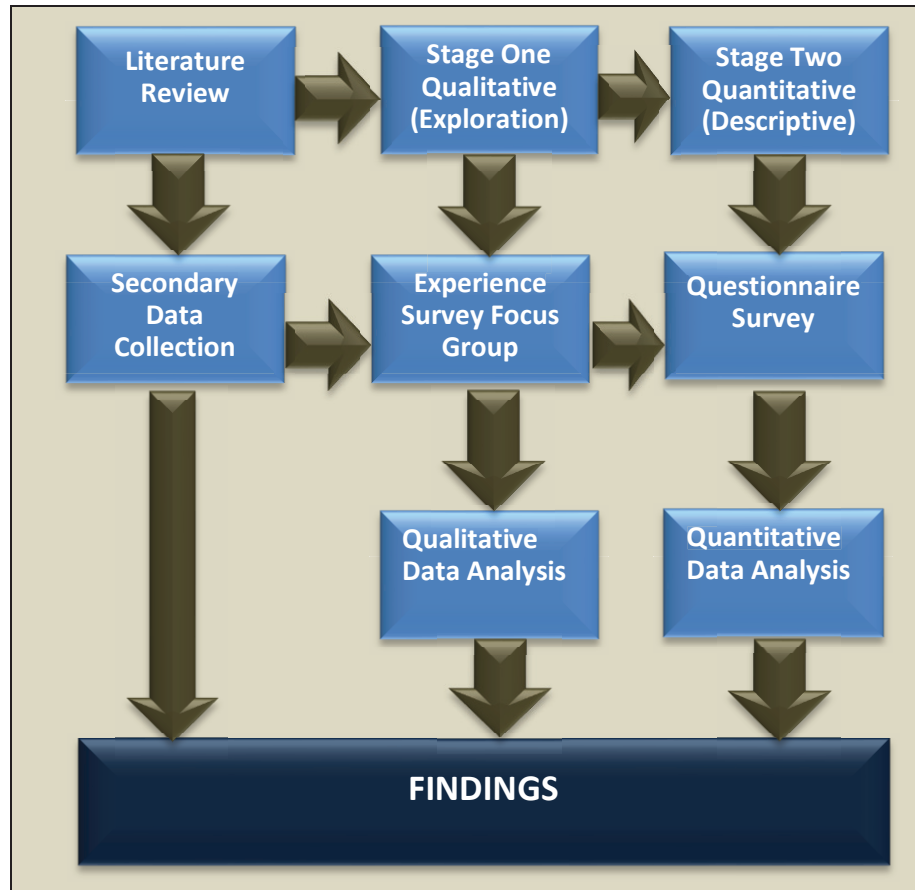


Figure 1.2: Research Master Plan
Source: Developed for this Research

This is a combination of qualitative/inductive and quantitative/deductive approaches that build on the strengths and minimize the weaknesses of both (Denzin, 2011). This research uses both approaches in a complementary manner to build upon each other's findings (Morgan 1998).

The data collection process involved two stages (Creswell & Plano Clark 2007; Morgan 1998) with the first being principally qualitative and exploratory in nature for theory generation. The second was quantitative and descriptive to generalize the findings (Perry, 2001). Notwithstanding the above, the research is largely qualitative and exploratory in nature. The research was guided by a master plan as shown in Figure 1.2. The master plan depicts the dimensions of the research, the selected data collection instruments, the sources of data and the analysis procedures.

1.9 Research Limitation

As previously stated, the event industry in Malaysia is a new emerging field, hence would be the first research on *this specific area of study*. Although there are international literatures on events and events management and/or related subjects, much of the information and focus would depend on (i) focus group meetings, (ii) case study and also (iii) questionnaires survey distributed to gauge the research area. Hence, this research is largely exploratory and qualitative in nature even though it was complemented with quantifiable data through questionnaire survey. Finally, due to time and resources constraints, only a few Malaysian Event Organizations/ Firms in the industry will be chosen for the purpose of this study.

1.10 Research Structure

This research adopted a unified structure (Easterby-Smith, Thorpe & Lowe, 2002) and designed using the globally accepted *five chapter model* developed by the distinguished Professor Chad Perry (Perry, 2002; 2010) as shown in Figure 1.3.

Accordingly, the structure of this research is organised as follows:

Chapter 1:

This Chapter sets the scene for the research. It introduces the research and provides an overview of what is being examined and investigated and what is expected from the research. Chapter begins with the research background, the research problem, research questions and research propositions. The unit of analysis, research methodology, ethical issues, define key terms, limitation of study and thesis chapter structure is briefly outlined.

Chapter 2:

This literature review chapter comprises of the main body of knowledge and form the main framework of ideas for the selected research topic. Comprise of relevant literature on the background and focal theories (Phillips & Pugh, 2010) with the primary aim to build a theoretical foundation for the research.

Chapter 3:

The methodology adopted for the research is examined and discussed in this chapter. A qualitative approach was designed to suit the exploratory research purposes consisting of Focus Group meetings, interviews with selected experience officials and staff and case study. To balance the research, a quantitative approach through Questionnaire Surveys was also adopted thus applying the Mixed Method within the selected paradigm context.

Chapter 4:

This chapter analyses all the data collected from the primary sources for all three propositions based on the focus group meetings, interviews and questionnaire surveys. These relates to the three research propositions and nine statements that is in the questionnaire survey. The chapter also presents the unplanned data that emerged from the focus group meeting.

Chapter 5:

This final chapter presents the conclusions based on the research findings in respect of each research proposition and the research problem. This includes a comparative analysis of the research findings with those of the literature reviewed in Chapter Two. It then offers recommendations for the effective management of events for the Malaysian Event Organizations/ firms in the industry. Suggestions are also offered for future research.

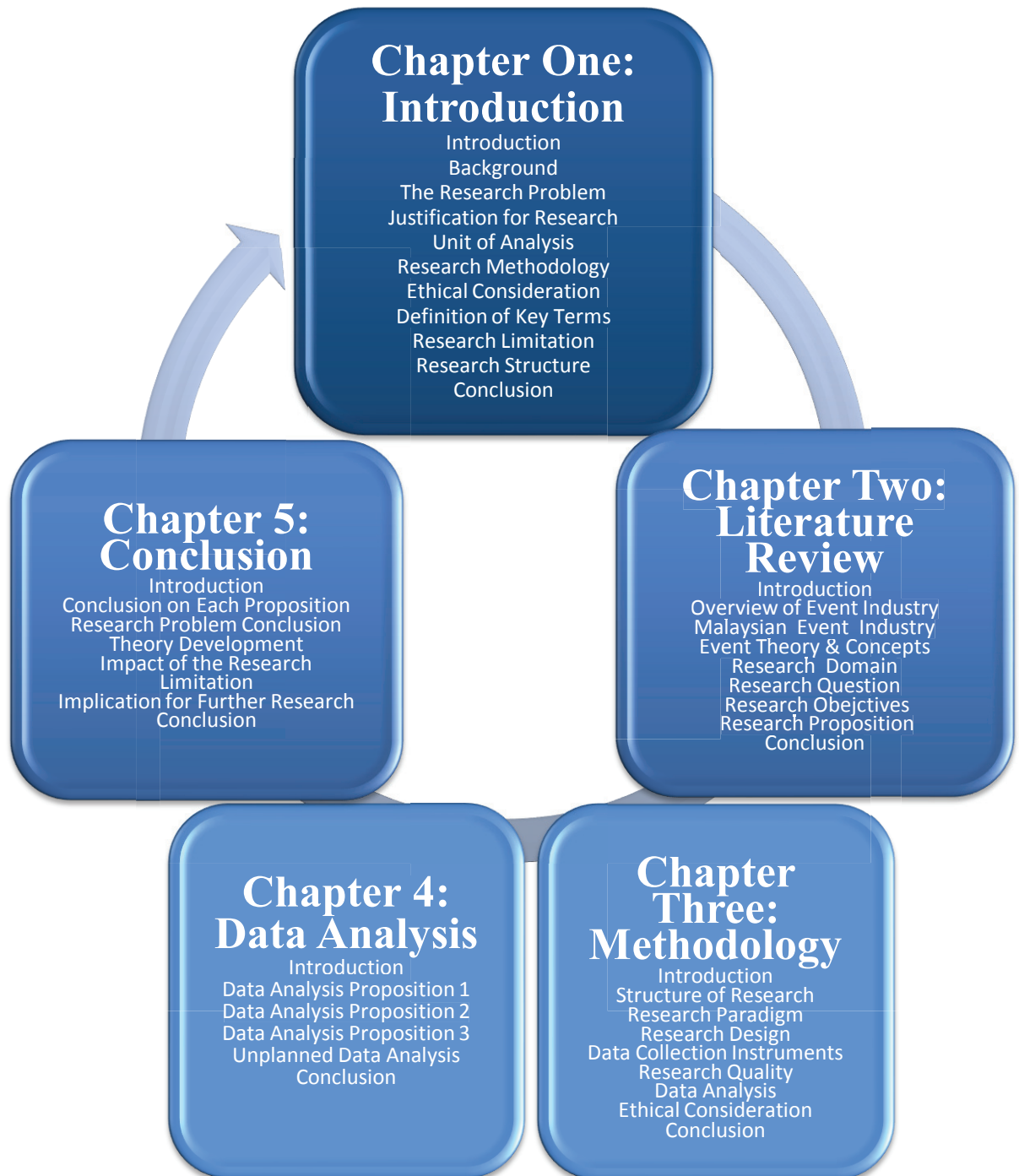


Figure 1.3: Thesis Chapter Structure
(Source: Developed for this Research)

1.11 Conclusion

The introduction section laid the foundation for the research. It introduced the research topic, the research problem, the research questions and the research propositions. It justified the need for the research and identified its contributions to scholarships, policy and practice.

It then selected the research paradigms, the research approach, the research design and the data collection instruments. The Section also introduced the measures to improve research quality and address ethical concerns. The next Chapter presents the literature reviews based on the parent discipline and related immediate discipline in identifying the key research issues and the gaps in the existing body of knowledge.

APPENDIX A



DISCUSSION GUIDE FOCUS GROUP

An Approach for the Effective Management of the Malaysian Event Industry

A. Introduction

- Introduce the researcher and roles
- Personal introduction of participants, background and Aim and business
- Aim and format of the Focus Group
- Conventions (Confidentiality, Speak one at a time, recording, everybody's views, open debate and report of proceeding)

B. Discussion Topics and Issues:

I. The Government is placing high priority in promoting the growth of the event industry in Malaysia.

1. The Ministry of Tourism and Culture promotes the growth of event industry due to its high economic yields/ impact and as one of the sources for income generation and employment for the country.
2. In Malaysia, event tourism comprises of Sports, Culture, Business Events (MICE) and Entertainment has become one of the most exciting, fun, challenging and rapid growing forms of the tourism phenomenon.
3. The nature of event industry in Malaysia is characterized by its size or its significance that yield high level of tourism (receipts & arrival), participants/ spectators, media coverage, prestige and/or economic impact to the venue, organization and the country.

II. The Malaysian Economic Transformation supports the growth of the event industry in Malaysia.

1. The Government Transformation Program has an effective policy framework to support the growth of the event industry.
2. The existing funding support and incentives provided by the Government enable the Malaysian Event industry to effectively compete locally and internationally.
3. The Government collaborates closely with industry players in providing support for the growth of the event industry.

III. Innovation is the most appropriate approach for effective management of events industry in Malaysia.

1. Many factors influence the events success and for events to be successful, effective management of planning, leading, organizing and controlling are important.
2. The success of events are also influence by external environmental factors (PESTEL) as well as internal factors such as organizational factor, human, process, technical and project factors.
3. Rapid changes in the environment made the quantity, variety and attractiveness of events more competitive, hence, making innovation the most appropriate approach for the effective management of events.

C. Summing Up

APPENDIX B



DISCUSSION GUIDE FOR FOCUS GROUP

An Approach for the Effective Management of the Malaysian Event Industry

My name is Rozana Kamal and I am conducting a research as part of my Master in Project Management (MPM) degree at Open University of Malaysia (OUM). My research project is on 'An Approach for the Effective Management of the Malaysian Event Industry'.

Research Overview

Events are recognised as an integral and growing domain of the tourism product makeup. In late 20th century event tourism had emerged as the fastest growing component of tourism industry. Hosting of international events has been seen as an important means to stimulate the growth and development of cities and countries that hosted them.

The Malaysian Event Industry is a young emerging field that comes as one of the component under the Tourism & Culture sector. It is relatively recent that events as seen as part of hospitality, tourism, leisure and recreational industries or support services to businesses. Accordingly, the Malaysian Economic Transformation Program (ETP) has single out the Event Industry as one of the Entry Point Project (EPP) under the Tourism National Key Economic Areas (NKEA). This latest development reflect the industry's important position in enhancing economic yields which is in tandem with the Government's Transformation Program (GTP), Economic Transformation Program (ETP) and the 10th Malaysian Plan (2011- 2015) to propel Malaysia towards the competitive status of a high income economy in achieving the 2020 vision.

Aim of this study is to provide a better understanding of the characteristics and the nature of the event industry in Malaysia. To find out the adequacy and effectiveness of the Government policy and initiative in supporting the industry growth and the most appropriate approach for the effective management of the events in Malaysia.

The findings of this research would provide a basis for the Government to evaluate its existing policies and provide a more effective support to all Malaysian Event companies/ and/or related firms supporting the industry. Most importantly is to identify an appropriate strategy for the successful management of events in order to contribute a sustained economic growth to the nation.

Focus Group

The Focus Group meeting will mainly consist of Open Questions and will focus on three main topics:

- The importance of events and its characteristics as the Government is placing high priority in promoting the growth of the event industry.
- The adequacy of the Malaysian Economic Transformation in supporting the growth of the event industry in Malaysia.
- The appropriate approach for the effective management of the event industry and innovation is the most important factor for events success and growth.

The meeting will take approximately 60 - 90 minutes and will be held at a date, time and will take place at a venue to be decided later which is most suitable and convenient. Participation is purely voluntary and no financial remuneration or incentive will be offered for taking part in this research. There are no travel expenses, nor are there any costs associated with participation in this research apart from your valuable time.

Responsibilities of the Researcher

To ensure the confidentiality of the information provided during the meeting, your name and other identifying information will not be attached to the data collected. Your name will only be used to enable an appointment to be made for the meeting. Your participation in this study is purely on a voluntary basis.

As a participant, you will be asked to sign an **Informed Consent Form**, in which you will grant your permission that the information collected during the meeting may be used in this study, without identifying your goodself or your organization's name. All signed consent forms would be kept safely for a period of five years before being destroyed. You are free to withdraw your consent and to discontinue participation at any time within that period.

The research findings may be submitted for publication. Unless agreed or otherwise, all data collected is anonymous and confidential. Other than your role or position within the organization, no personal data will be used in this research. All information collected will be presented as overall data. In the final research report, the participating organizations will only be referred to as cases with numbers. The results of the research will be made available to interested parties in final thesis/research report format through Open University Malaysia.

Responsibilities of the Participant and Possible Risks

The only requirement as participant in this research is a commitment of time and willingness to share your opinions and experience about the research topic. There are no foreseeable risks or discomforts involved to participants in this research.

Enquiries

This information sheet is for your retention and for future reference. Please feel free to contact us should you require any additional information and/or any clarifications at the following address:

The Researcher

Candidate
Rozana Kamal
c/o Open University Malaysia
Master in Project Management
Center for Graduate Studies (CGS)
Open University Malaysia
Jalan Tun Ismail
50480 Kuala Lumpur
Phone : 012-2954065
Email : rozanakamal@ymail.com

The Supervisor

Puan Sharifah Rosfashida Bt Syed Abd Latif
B.Eng. (Hons) Civil Eng., MSc (Civil Engineering)
Programme Coordinator Master of Project
Management (MPM)
Center for Graduate Studies (CGS)
Open University Malaysia
Jalan Tun Ismail
50480 Kuala Lumpur
Tel: 019 2210860/ 03-55110701
E-mail: rosfashida@oum.edu.my

APPENDIX C



CONSENT FORM - FOCUS GROUP

Research Project : **An Approach for the Effective Management of the Malaysian Event Industry**

Researcher : **Rozana Kamal**

Supervisor : Puan Sharifah Rosfashida Bt Syed Abd Latif
B.Eng. (Hons) Civil Eng., MSc (Civil Engineering)
Programme Coordinator Master of Project Management (MPM)
Center for Graduate Studies (CGS)
Open University Malaysia
Jalan Tun Ismail, 50480 Kuala Lumpur
Tel: 019 2210860/ 03-55110701
Email: rosfashida@oum.edu.my

I agree to participate in the above research project. I have read and understand the details contained in the Information Sheet. I have the opportunity to ask questions about the study and I am satisfied with the answers received. I hereby **agree** to participate in the Focus Group meeting and the meeting being recorded on audiotape.

OR

I **do not agree** to participate in the Focus Group meeting being audio-taped and prefer the researcher to take hand written notes. I understand that if I withdraw from participating in this research, any tapes or handwritten notes about my contribution will also be withdrawn and destroyed.

- I understand that any personal information which may identify me will be de-identified at the time of analysis of any data. Therefore, I, or the information that I have provided, cannot be linked to my person/or company (Privacy Act 1988).
- I understand that neither my name nor any identifying information will be disclosed or published, except with my permission.
- I understand that all information gathered in this research is confidential. It is kept securely and confidentially for 5 years, at the University.

- I understand that I am free to discontinue participation at any time. I have been informed that prior to data analysis, any data that had been gathered before withdrawal of this consent, will be destroyed.
- I am aware that I can contact the Supervisor or other researchers at any time for further inquiries, if necessary.
- I would like to receive a summarised copy of the research results when the project is finalised. Please send a copy to me via the following email address:

.....

- The ethical aspects of this study have been approved by the Open University Malaysia. If you have any complaints or reservations about any ethical aspect of your participation in this research, you may contact the University directly at telephone: (03) 27732764 or email: **syariza@oum.edu.my**.
- Any complaint you make will be treated in confidence and you will be informed of the outcome.
- I understand that I will be given a copy of this consent form for my record. The researcher will also keep a copy in safe storage.

Pursuant to the above, I have read the information and agree to participate in this study. I am over the age of 18 years.

Name of Participant:

Signature of Participant:

Date:

I certify that the terms of the Consent Form have been verbally explained to the participant and that the participant understood the terms prior to signing the form. Proper arrangements have been made for an interpreter where English is not the participant's first language.

Name & Contact Detail of Witness:

Signature of Witness:

Date:

NOTE: The witness should be independent of the research, wherever possible. If this is not possible at the place of consent, please inform the researcher and state a reason below.

Reason:

.....

Name and signature of the researcher:

Date:

APPENDIX D



QUESTIONNAIRE SURVEY INFORMATION SHEET

An Approach for the Effective Management of the Malaysian Event Industry

My name is Rozana Kamal and I am conducting a research as part of my Master of Project Management (MPM) degree at Open University of Malaysia (OUM). My research project is on 'An Approach for the Effective Management of the Malaysian Event Industry'.

Research Overview

Events are recognised as an integral and growing domain of the tourism product makeup. In late 20th century event tourism had emerged as the fastest growing component of tourism industry. Hosting of international events has been seen as an important means to stimulate the growth and development of cities and countries that hosted them.

The Malaysian Event Industry is a young emerging field that comes under the umbrella of the Tourism & Culture Ministry. It is relatively recent that events are seen as part of hospitality, tourism, leisure and recreational industries or support services to businesses. Accordingly, the Malaysian Economic Transformation Program (ETP) has singled out the Event Industry as one of the Entry Point Project (EPP) under the Tourism National Key Economic Areas (NKEA). This latest development reflects the industry's important position in enhancing economic yields which is in tandem with the Government's Transformation Program (GTP), Economic Transformation Program (ETP) and the 10th Malaysian Plan (2011- 2015) to propel Malaysia towards the competitive status of a high income economy in achieving the 2020 vision.

Aim of this study is to provide a better understanding of the characteristics and the nature of the event industry in Malaysia. To find out the adequacy and effectiveness of the Government policy and initiative in supporting the growth and the most appropriate approach for the effective management of the events in Malaysia.

The findings of this research would provide a basis for the Government to evaluate its existing policies and provide a more effective support to all Malaysian Event companies/ and/or related firms supporting the industry. Most importantly is to identify an appropriate strategy for the successful management of events in order to contribute a sustained economic growth to the nation. The research involves collecting data through Questionnaire Survey, the details of which are provided herewith:

Procedures of the Questionnaire Survey:

The Questionnaire Survey mainly consist questions on three main topics:

- The importance of events and its characteristics as the Government is placing high priority in promoting the growth of the event industry.
- The adequacy of the Malaysian Economic Transformation in supporting the growth of the event industry in Malaysia.
- The appropriate approach for the effective management of the event industry and innovation is the most important factor for events success and growth.

The questionnaire comprises nine questions which have been cast as statements. Each statement relates to an issue which is pertinent to the research. In order to measure your responses, a five-point Likert scale is used. There are five boxes ranging from 'Strongly Disagree' to 'Strongly Agree' for each statement. Please tick the appropriate box for your answer.

The questionnaire will take approximately 10 - 15 minutes should you agree to participate. Participation is purely voluntary and no financial remuneration or incentive will be offered for taking part in this research. There are no travel expenses, nor are there any costs associated with participation in this research apart from your valuable time.

Responsibilities of the Researcher

To ensure the confidentiality of the information provided your name and other identifying information will not be attached to the data collected. Your name will only be used for contact detail for invitation to participation. Your participation in this study is purely on a voluntary basis.

This Information Sheet and the covering letter accompanying the survey questionnaire should adequately address the concern of informed consent. Consent will be implied when participants returns the duly completed survey response. All completed questionnaires will be held in safe storage at researchers' premise. You are free to withdraw your consent and to discontinue participation at any time within that period.

The research findings may be submitted for publication. Unless agreed or otherwise, all data collected is anonymous and confidential. Other than your role or position within the organization, no personal data will be used in this research. All information collected will be presented as overall data. In the final research report, the participating organizations will only be referred to as cases with numbers. The results of the research will be made available to interested parties in final thesis/research report format through Open University Malaysia.

Responsibilities of the Participant and Possible Risks

The only requirement as participant in this research is a commitment of time and willingness to share your opinions and experience about the research topic. There are no foreseeable risks or discomforts involved to participants in this research.

Enquiries

This information sheet is for your retention and for future reference. Please feel free to contact us should you require any additional information and/or any clarifications at the following address:

The Researcher

Candidate
Rozana Kamal
c/o Open University Malaysia
Master in Project Management
Center for Graduate Studies (CGS)
Open University Malaysia
Jalan Tun Ismail
50480 Kuala Lumpur
Phone : 012-2954065
Email : rozanakamal@ymail.com

The Supervisor

Puan Sharifah Rosfashida Bt Syed Abd Latif
B.Eng. (Hons) Civil Eng., MSc (Civil Engineering)
Programme Coordinator Master of Project
Management (MPM)
Center for Graduate Studies (CGS)
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Tel: 019 2210860/ 03-55110701
E-mail: rosfashida@oum.edu.my

APPENDIX E



QUESTIONNAIRE SURVEY

An Approach for the Effective Management of the Malaysian Event Industry

INSTRUCTIONS: Please read carefully and complete the appropriate sections.

A. Your Organization:

Please tick (✓) only ONE box:

- Event Management/Contracting Firm ☐
- Event Consultant/ Subject Matter Expert ☐
- Government Agency/ Regulatory Body ☐
- Higher Institution (Academia) ☐

B. Position in the Organization:

.....

C. Research Results:

If you wish to have the summary results of this research, please provide your email address or mailing address (Confidential) as indicated below:

Email:

Mailing Address:

.....

.....

INSTRUCTIONS: Please rate how strongly you agree or disagree with each of the following statements by placing a tick (✓) in the appropriate box.

RESEARCH PROPOSITION 1:

The Government is placing high priority in promoting the growth of the event industry in Malaysia.

Statement 1:

The Ministry of Tourism and Culture promotes the growth of event industry as the industry contributes to high economic yields/ impact and has become one the sources to generate income and employment opportunity for the country.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

Statement 2:

In Malaysia the event tourism comprise of Business Events (MICE) and other events of Sports, Culture, Entertainment has become one of the most exciting, fun, challenging and rapid growing forms of the tourism phenomenon.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

Statement 3:

The nature of the event industry in Malaysia is characterized by its size or its significance that yield high level of tourism (arrivals/ receipts), participants/spectators, media coverage, prestige and/or economic impact to the venue, organization and country.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

RESEARCH PROPOSITION 2:

The Malaysian Economic Transformation supports the growth of the event industry in Malaysia.

Statement 4:

The Government Transformation Program has an effective policy framework to support the growth of the event industry.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

Statement 5:

The existing support and incentives provided by the Government enable the Malaysian Event industry to grow and effectively compete locally and internationally.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

Statement 6:

The Government collaborates closely with industry players in providing support for the growth of the event industry.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

RESEARCH PROPOSITION 3:

Innovation is the most appropriate approach for the effective management of the event industry in Malaysia.

Statement 7:

Many factors influence the events success and for events to be successful effective management of planning, leading, organizing, controlling and monitoring are important.

<input type="checkbox"/>	<input type="checkbox"/>	1	<input type="checkbox"/>	<input type="checkbox"/>	2	<input type="checkbox"/>	<input type="checkbox"/>	3	<input type="checkbox"/>	<input type="checkbox"/>	4	<input type="checkbox"/>	<input type="checkbox"/>	5
Strongly Disagree			Disagree			Uncertain			Agree			Strongly Agree		

Statement 8:

The success of events is influence by external environmental (PESTEL) factors as well as internal factors such as organizational, human, process, technical and project factors.

<input type="checkbox"/>	<input type="checkbox"/>	1	<input type="checkbox"/>	<input type="checkbox"/>	2	<input type="checkbox"/>	<input type="checkbox"/>	3	<input type="checkbox"/>	<input type="checkbox"/>	4	<input type="checkbox"/>	<input type="checkbox"/>	5
Strongly Disagree			Disagree			Uncertain			Agree			Strongly Agree		

Statement 9:

Rapid changes in the environment have made the quantity, variety and attractiveness of events more challenging and competitive, hence, making innovation as the most appropriate approach for the effective management of events.

<input type="checkbox"/>	<input type="checkbox"/>	1	<input type="checkbox"/>	<input type="checkbox"/>	2	<input type="checkbox"/>	<input type="checkbox"/>	3	<input type="checkbox"/>	<input type="checkbox"/>	4	<input type="checkbox"/>	<input type="checkbox"/>	5
Strongly Disagree			Disagree			Uncertain			Agree			Strongly Agree		

Thank you for your support and participation.

APPENDIX F
QUESTIONNAIRE SURVEY RESPONSES (RAW DATA)

No.	Group	S1	S2	S3	S4	S5	S6	S7	S8	S9
1	A	4	4	4	3	2	1	4	4	4
2	A	2	3	3	2	1	2	3	3	2
3	A	4	4	4	4	3	3	4	4	4
4	A	3	2	2	4	2	2	4	3	4
5	A	4	4	4	4	4	3	4	4	3
6	A	3	1	3	1	3	4	4	4	4
7	A	4	4	4	4	4	2	3	4	4
8	A	4	4	4	3	1	3	4	2	4
9	A	4	4	5	4	4	4	4	4	4
10	A	4	5	4	4	3	2	4	3	4
11	A	5	4	4	5	4	4	4	4	3
12	A	4	5	4	4	4	4	4	4	5
13	B	4	4	4	4	1	2	4	4	4
14	B	4	4	4	4	2	2	4	4	5
15	B	4	4	4	4	4	4	5	4	5
16	B	4	4	4	4	2	4	5	5	4
17	B	4	4	5	5	3	3	5	4	4
18	B	4	5	4	4	4	4	5	5	4
19	B	4	5	4	4	2	3	5	4	3
20	B	5	4	4	4	4	4	5	4	4
21	B	5	4	5	5	2	3	5	4	4
22	B	5	4	5	5	3	4	5	4	4
23	B	5	4	4	4	4	4	5	5	4
24	B	5	4	4	4	4	4	5	4	4
25	C	4	4	4	4	4	4	4	4	4
26	C	5	4	4	4	5	5	5	5	4
27	C	5	5	5	5	4	4	4	4	3
28	C	5	5	4	4	4	4	4	4	4
29	C	5	5	4	5	3	4	4	3	3
30	C	5	5	4	4	4	4	4	5	4
31	C	5	4	3	4	4	4	4	5	3
32	C	5	5	4	5	4	5	4	5	4
33	C	5	5	4	5	3	4	4	3	4
34	C	5	5	4	5	4	3	4	4	4
35	C	4	5	4	4	4	4	2	4	5
36	C	4	4	4	3	4	3	3	4	5
37	D	4	4	4	4	2	2	4	5	5
38	D	5	5	4	5	4	4	4	5	5
39	D	4	3	2	4	1	2	4	5	5
40	D	4	4	4	4	3	4	4	5	5
41	D	4	4	4	4	3	1	4	5	5
42	D	4	4	4	5	4	4	5	5	5
43	D	5	5	3	5	4	3	5	5	5
44	D	5	5	4	5	4	4	5	5	5
45	D	5	5	4	5	4	3	5	5	5
46	D	5	4	5	5	5	4	5	4	5
47	D	5	4	5	5	5	3	5	4	4
48	D	5	5	5	5	5	4	5	4	4

Organization Group:

A: Event Firms/ Contractors Companies, B: Knowledgeable Person/ Subject Matter Expert (SME), C: Government Agencies/ Regulatory Bodies and D: Academic

(Source: From Questionnaire Survey)

APPENDIX G

MINUTES OF FOCUS GROUP MEETING

An Approach for the Effective Management of the Malaysian Event Industry

Date : 22 November 2013

Time : 4.00 pm

Venue : The Royale Bintang Damansara
Executive Meeting Room (1)
No. 2, Jalan PJU 7/3, Mutiara Damansara
47810 Petaling Jaya, Selangor Darul Ehsan.

Attendees : Nine (9) inclusive the Researcher
(Participants names were removed for reason of anonymity in line with ethical requirements)

Issues	Salient Points
1.	<ul style="list-style-type: none">• All agreed that the Malaysian Event Industry is young as compared to other industries.• The Event Industry is also small compared to other industries in the country.• Government provides the platform for the industry players; however event managers need to be in close communication and collaboration with the Ministry.• Government has an important role to play in relation to the event industry. It is a regulator, a funder, a sponsor, an owner of some events and the operational partner in delivery of events.• Government is the main stakeholder providing the economic roadmap/ direction that the country undertakes which have a major impact on the event industry.• Government place high priority to the event industry as one of economic drivers.• Has the potential for economic growth in meeting ETP target 2020.• Hosting international events significant platform for Malaysia to promote - As a vibrant travel destination.
2.	<ul style="list-style-type: none">• Agreed that it is a tourism phenomenon is important.• ‘Events’ as a tool to promote Tourism in Malaysia should be seen as event tourism.• Communications (correct Messages) and lobbying is the key part that is missing in promoting the industry.

	<ul style="list-style-type: none"> • Emphasize that events tourism can be achieved through destination branding and destination marketing. • Strategic approach to a destination's event tourism development offers significant benefits to venue, organization and country. • Country has existing homegrown events – Sports, Culture, Arts, and Life Style & Entertainment that can be repackaged and clustered with international events to boost international spectatorship / participants.
3.	<ul style="list-style-type: none"> • Agree that number of tourism arrival and receipts, participants/ spectators, media coverage and economic impact - characterize the nature of the industry in Malaysia. • However, currently, only a few key events that can provide the coverage similar to the Rio Samba Parade, Brazil' – which is undoubtedly the biggest attraction on earth with visitors globally flocking to Rio for a week of dancing singing and partying. • Events that drive people e.g. 'Rainforest World Music Festival' (RWMF) in Sarawak (June/ July) is voted for the fourth consecutive year, as one of the '25 Best International Festivals' by renowned world music magazines.
4.	<ul style="list-style-type: none"> • All agreed that Malaysia has good policy framework in place and/or support the industry. • The development of the event industry brings direct economic benefits through foreign exchange which has direct impact on the country's economic development in terms of foreign earnings. • However, recent ETP is new and industry still young, effectiveness cannot be seen. • For implementation and execution needs a detail program in place.
5.	<ul style="list-style-type: none"> • Agreed that the Government provide support and incentives. However, there are insufficient funding support and incentives provided by the Government. • Another key factor to be noted that is not all industry players are aware of the Programs made/ provided made by the Ministry through MyCEB & MME • Hence, awareness program should be included as one of efforts provided by the Government. • To highlight the role of MyCEB and MME and the support provided through these agencies under the Tourism & Culture Ministry. • Many not aware of MyCEB and MME formation and its role in supporting the industry players.
6.	<ul style="list-style-type: none"> • Divided, not all members agree to the statement that Government collaborate with industry players in providing support to the industry. It is noted that Government only collaborate with certain players (as this is hidden/ not transparent). • It is suggested that awareness should be raised to industry players through 'Awareness Program' – informing the event stakeholders on the type of support, opportunities and the initiatives provided.

	<ul style="list-style-type: none"> • To inform the types of funding support – grants, special rebates and/or tax exemptions, opportunities to participate in Government events, training and road shows for industry players. • Enhance event marketing provided by Government through Tourism Agencies abroad for growth of the industry.
7.	<ul style="list-style-type: none"> • Agreed by the entire Focus Group on the management function is important for success. However, majority was of the opinion that events should be treated as projects and project planning is important in management of events. • Emphasis should be given to the event planning aspects of marketing, finance, time, design, risks, procurement, resources, stakeholders as well as communication.
8.	<ul style="list-style-type: none"> • All members agreed that external environmental factors influence and has impact on events success. • The political, socio-economic, technological, environment and legal aspects can influence the success of events. • The Government plays an important role in the industry. They are the major stakeholder and/or key players in the industry. • Internal organization is important for event success.
9.	<ul style="list-style-type: none"> • Agreed that the Malaysia event industry is operating in an increasingly competitive market both locally and internationally. • It is pertinent for the future health of the industry that its products should be word leading. • This can be achieved by strong customer focus and ensuring that the events experience is outstanding for the audience. • Hence, creativity and innovation is proactively encourage and should be regarded as an essential element for the success of events. • With the rapid changes in the landscape/ environment/ market place, innovation is required in all aspects of management. This include in planning, organizing, leading and controlling of events. These need to be coordinated, articulated well through communication and creativity. • The event industry is operating in a rapidly changing landscape. Technology is one principal driver that affects both the expectations of people attending events and the opportunity to deliver events more efficiently and to a higher standard. • With the speed of change, event organizers will need to be more flexible than ever before and in areas where Malaysia is competing directly with other countries, it will be essential to be ahead of change and with innovation.

APPENDIX H

STATISTICAL TESTING OF STATEMENTS

H.1. Score Mean Reliability

The table below shows the mean interpretation value for the ‘mean score’ of each statement of the three Propositions as follows:

1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree

Figure H.1: Likert Scale and Scores Assigned for the Survey

Source: Developed for this Research

Formula	:	(5 – 1/3 = 1.33)	
<i>Likert Scale</i>	:	5	
<i>Low</i>	:	$1.00 + 1.33 = 2.33$	$(1.00 - 2.33)$
<i>Moderate</i>	:	$2.33 + 1.33 = 3.66$	$(2.34 - 3.66)$
<i>High</i>	:	$3.67 + 1.33 = 5.00$	$(3.67 - 5.00)$

Table H.1: Score Mean Reliability

Level	Score Mean (Cluster)
Low	1.00 – 2.33
Moderate	2.34 – 3.66
High	3.67 – 5.00

Source: Developed for this Research

H.2. Pearson R Correlation

The table below shows the interpretation for value ‘r’ that has been proposed based on Borg and Gall (2003).

Table H.2: Borg and Gall Correlation Pearson

Value r	Relations
Less than 0.20	Very Weak
0.20 to 0.40	Weak
0.41 to 0.70	Average/Medium
0.71 to 0.90	Strong
More than > 0.9	Very Strong

(Source: Borg & Gall, 2003)

H.3 Pearson R Correlation Anova

Significant Value indicated less 0.01/ 0.05 means significant and/or organization/ group differential)

Table H.3: Pearson R Statement 1

Pearson R	R Value	Significant Value
	0.476	0.001

Source: Developed from the Survey Data

Statistical Analysis for Statement 1, Significant Value is $0.001 < p: 0.01$

Table H.4: Anova Statement 1

	Sum of squares	df	F	Sig.
Between Groups	6.917	3	7.078	0.001
Within Groups	14.333	44		
Total	21.250	47		

Source: Developed from the Survey Data

The Pearson R for Statement 1 in Table H.3 showed medium correlation with significant value of 0.001 while the multiple comparisons of the of one-way ANOVA, in above Table H.4 reflect a significant value of 0.001 between the groups for the Statement 1. Hence, this indicates that there are no significant differences in opinions between the Groups, thus Statement is supported.